



# Talent Management Nuts and Bolts

*Working for America*

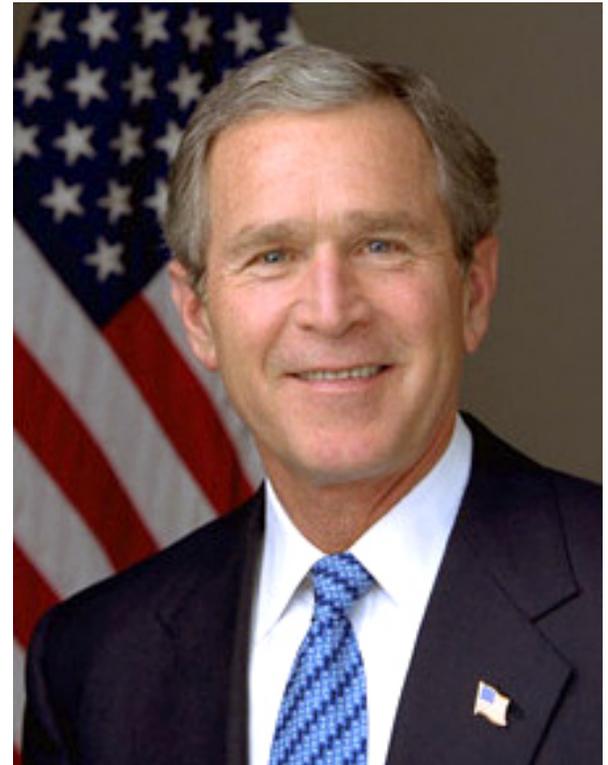
UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



# Message from the President

*“This Administration is dedicated to ensuring that the resources entrusted to the federal government are well managed and wisely used. We owe that to the American people.”*

**- George W. Bush**



# Message from the Director



***“Whether serving in government for a season or an entire career, the President has called on all public servants to dedicate themselves to great goals...not to mark time, but to make progress, to achieve results, and to leave a record of excellence. The single most important factor determining an organization’s success and effectiveness is the quality of its employees. The federal government is no exception.”***

***- Kay Coles James***

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

# The President's Vision

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A government that is:

- Citizen, not bureaucracy, centered
- Results, not process, oriented
- Market-based, promoting innovation and competition

# President's Management Agenda

**President's blueprint to address Federal management challenges:**

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration



A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

# Why “Human Capital”?

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- People are an organization’s most valuable asset.
- Their value to the organization can be increased through targeted investments.
- Increasing their organizational value increases the performance capacity of the organization.

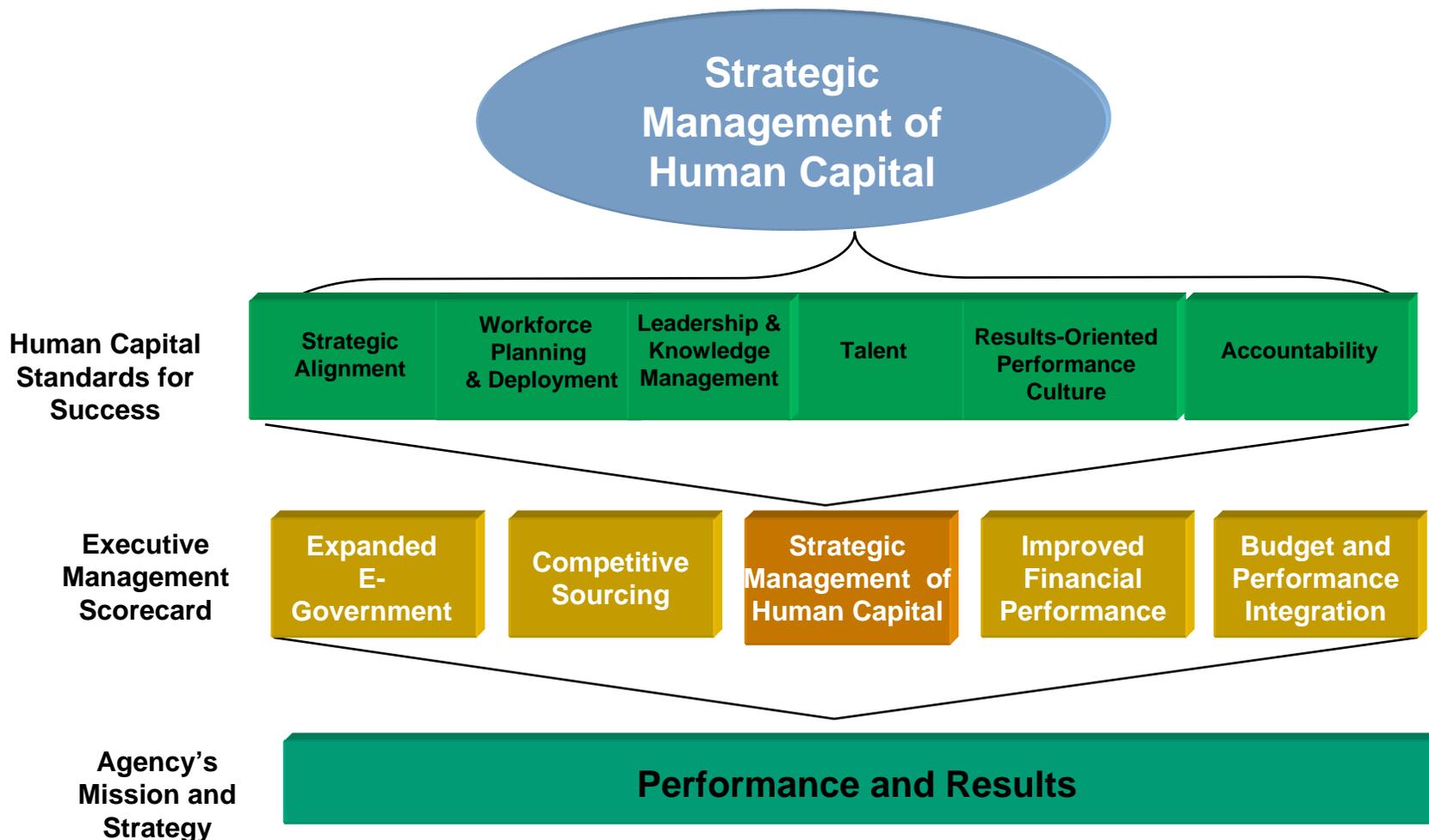


# OPM's Role in The Human Capital Initiative

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- OPM is the President's advisor on Human Capital and responsible for Governmentwide leadership on Human Capital.
- OPM, OMB, and GAO collaborated to develop the Human Capital Standards for Success.
- OPM assesses the state of human capital practices and partners with OMB in scoring agencies' progress quarterly.
- OPM restructured to help agencies meet their human capital transformation efforts.
- OPM provides Governmentwide legislation reform to assist agencies.

# OPM's Main Mission is to Spearhead Strategic Management of Human Capital





# Talent Standard Critical Success Factor

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## Workforce Analysis:

- The agency identifies, through a systematic process, mission critical occupations and competencies needed in the current and future workforce, and develops strategies to close gaps.



# Talent Standard Critical Success Factor

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## Compete for Talent:

- The agency develops short- and long-term strategies and targeted investments in people to create a quality workplace designed to attract, acquire and retain talent.

# Category Rating

- Evaluates qualified candidates by quality categories rather than by assigning individual numeric scores
- Assesses candidates against job-related criteria
- Places candidates into two or more pre-defined categories
- Does not apply the “Rule of Three”
- Places veterans at the top of each category



# Category Rating (cont'd.)

- Social Security Administration Regional Office
  - Implemented category rating with OPM assistance
  - Maximized benefits of automation by integrating category rating into its USA Staffing-based hiring process
  - Partnered with OPM to gain expertise in category rating evaluation
  - Built standardized assessment tools for both internal and external hiring to ensure consistency across positions



# Category Rating (cont'd.)

- National Guard
  - Needed meaningful distinctions among candidates for accounting positions
  - Partnered with OPM to implement a USA Staffing-based automated assessment
  - Utilized category rating to divide candidates into four quality groups
  - Effectively identified top candidates while maintaining maximum flexibility in the selection process



# Career Intern Program

- Excepted service appointments
- Subject to OPM qualifications requirements
- No public notice requirement
- Not subject to Interagency Career Transition Assistance Program
- Options in applying veterans' preference
- Initial appointments at the GS 5, 7, or 9 levels
- Two-year formal training and development program
- No required rotational assignments



# Career Intern Program (cont'd.)

- General Services Administration  
Regional Office
  - Hiring Career Interns into ACWA positions
  - Leveraging OPM's expertise and USA Staffing system by evaluating candidates online
  - Targeting underrepresented groups and institutions in recruiting
  - Dramatically reducing time-to-hire, while maximizing quality of new hires



# Career Intern Program (cont'd.)

- Army Installation
  - Had contract specialist and property management specialist positions to fill
  - Needed an infusion of new talent
  - Conducted a Career Intern hiring event
  - Greeted, reviewed, and assessed candidates with the required ACWA evaluation onsite, and in real-time
  - Interviewed highly qualified candidates the same day
  - Generated Career Intern referral lists
  - Dramatically cut time-to-hire, while maximizing quality of new hires



# Career Intern Program (cont'd.)

- Agency Headquarters
  - Partnered with OPM to fill over 200 Career Intern positions in seven very different fields
  - Recruited, examined and selected high-quality candidates for both ACWA and non-ACWA positions
  - Introduced new skill sets into a graying workforce, ensuring effective succession management
- OPM's Center for Talent Services:
  - Developed the hiring strategy
  - Trained HR staff and recruiters
  - Created a competency-based structured interview
  - Rated and ranked all candidates with USA Staffing
  - Tagged “name requested” candidates for streamlined referrals



# Appointing Authorities for Veterans

- Veterans' Recruitment Appointment (VRA)
- Appointment of 30% or more Disabled Veterans
- Veterans Employment Opportunities Act (VEOA) Appointments



# Recruiting Veterans

- Air Force Installation
  - Partnered with OPM to strengthen pipeline of veterans for computer technology and assistance positions
  - Encouraged USAJOBS usage and online application
  - Enabled service members near separation to find, apply and receive consideration for IT and technology assistance positions without leaving the installation



# Recruiting Veterans (cont'd.)

- Utilized veterans' hiring flexibilities such as VRA to select recently discharged vets from OPM candidate inventories
- Increased number and quality of veterans in the candidate pool



# Hiring Veterans

- Coast Guard
  - Successfully fills many of its hard-to-fill positions through Veterans' Employment Opportunity Act (VEOA)
  - Many former Coast Guard active duty members are uniquely qualified for civilian equivalent positions
  - Ensures that critical skill sets and competencies are retained





# Talent Management Making USAJOBS Work for You

*Working for America*

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



# The Tools

- Job Search
- Job Announcement
- Featured Job/Featured Employer
- Jobs in Demand
- Resume Mining



# Job Search

- Integrated into your agency career site
- Reduces investment and maintenance
- Streamlines application process for employees and public
- Accommodates internal postings
- Flexible options
- Can be fully branded to your needs



# Job Search

**USAJOBS** USAJOBS is the official job site of the United States Federal Government.  
"WORKING FOR AMERICA" It's your one-stop source for Federal jobs and employment information.

HOME | **SEARCH JOBS** | MY USAJOBS | FORMS | EMPLOYER SERVICES

**Homeland Security** INFORMATION ANALYSIS AND INFRASTRUCTURE PROTECTION

Please follow these easy steps to find the IAIP job for you: Select either a specific job title or ALL JOBS. (You may also enter a keyword from the job title.) Answer the Category question about your eligibility for non-competitive appointment. Select Submit.

Most positions are located in Washington, D. C. or in the surrounding metropolitan area.

Please enter all 4 digits when typing the Series Number. To search an entire occupation group, enter only the first two digits (e.g. 03 for management and administration).

**Series Number Search:**

**Occupational Series:**

- Select All-----
- 0301 - Administration & Program Staff
- 1101 - Business and Industry Specialist
- 2210 - Information Technology Management Specialist
- 1801 - Inspector, Investigation, and Compliance Officer



# Job Search

The screenshot shows a Microsoft Internet Explorer browser window displaying the U.S. Department of the Interior website. The address bar shows <http://www.doi.gov/doijobs/jobs.html>. The page features a navigation menu with links for Welcome, Index, DOI News, Contact Us, and DOI Home. The main content area is titled "DOIJOBS" and "Current Vacancies". It includes a table with columns for DOIJOBS Home, About the Department, Values & Principles, Career Fields, Employee Benefits, Intern Programs, and Current Vacancies. Below the table, there is a "DOI Job Search" section with instructions: "To obtain a list of DOI vacancies, follow the instructions below." This section contains a dropdown menu for "Select the Department or Bureau" with the following options: INTERIOR, DEPARTMENT OF THE; Bureau of Indian Affairs; Bureau of Land Management; Bureau of Reclamation; Minerals Management Service; National Park Service; Office of Surface Mining, Reclamation & Enforcement; and Office of the Inspector General. A "Location Search" dropdown menu is also present, currently showing "US".



# Job Search

- Can be quickly implemented in basic design
- More elaborate branding and integration will be supported by OPM but require agency resources



# Job Announcements

- New tabbed format delivers content in a standard, attractive format
- Overview provides all of the decision making information at a glance
- Includes flexible formatting
- Unlimited links
- Agency branding



# Job Announcements

The screenshot shows a Microsoft Internet Explorer browser window with the address bar containing the URL: <http://jobsearch.usajobs.opm.gov/getjob.asp?JobID=23545432&AVSDM=2004%2D08%2D13+00%3A01%3A00&Logo=0&col=dltc&cy=&brd=>

The main content area of the browser displays the USAJOBS website. At the top, it reads "USAJOBS is the official job site of the United States Federal Government. It's your one-stop source for Federal jobs and employment information." Below this is a navigation bar with links for "HOME", "SEARCH JOBS", "MY USAJOBS", "FORMS", and "EMPLOYER SERVICES".

The job announcement is for a "CUSTOMS TECHNICIAN" position. Key details include:

- SALARY RANGE:** 27,597.00 - 39,996.00 USD per year
- SERIES & GRADE:** GS-1897-05/06
- OPEN PERIOD ENDS:** Thursday, August 26, 2004
- POSITION INFORMATION:** This is a full-time position in the Competitive Service. This is a permanent position.
- DUTY LOCATIONS:** 1 vacancy - Baltimore, MD

The "WHO MAY BE CONSIDERED:" section states: "U.S. Customs and Border Protection employees who work within the local commuting area."

The "JOB SUMMARY:" section begins with: "The U.S. Customs and Border Protection serves as the guardian of our Nation's borders. We are America's frontline. We safeguard the American homeland at and beyond our borders. We protect the American..."

The browser's taskbar at the bottom shows the Start button, several open applications (U..., N..., In..., S..., ss...), and the system tray with the date and time: 9:52 AM.



# Featured Job/Featured Employer

- USAJOBS homepage exposure for your jobs and agency
- Pages viewed by over 1.5M USAJOBS visitors
- Easy to implement
- You supply
  - Homepage graphic
  - Introductory text
  - Narrative description
- Can run for a specific period of time or in ongoing rotation



# Featured Job/Featured Employer

Can be implemented in days and coordinated with your high priority recruitment needs



# Featured Job/Featured Employer

USAJOBS - Job Search - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://jobsearch.usajobs.opm.gov/>

Google Search Web PageRank AutoFill Options

**USAJOBS** USAJOBS is the official job site of the United States Federal Government. It's your one-stop source for Federal jobs and employment information.

[FAQS](#) | [PRIVACY POLICY](#) | [HELP](#) | [SITE MAP](#)

[HOME](#) | [SEARCH JOBS](#) | [MY USAJOBS](#) | [FORMS](#) | [EMPLOYER SERVICES](#)

Basic Search Agency Search Series Search Advanced Search Senior Executive Search

Use the criteria below to view matching job openings.

**Keyword Search:**

(e.g.: Job Title, Agency Name, Vacancy Announcement #, Control #) [More Tips](#)

**Location Search:**

----- Select all -----

US  
AK  
AK-Anchorage  
AK-Clear Air Force Station

For multiple selections, hold down **Ctrl** (Command for Macs) while clicking selections.

**Job Category Search:**

----- SELECT ALL -----

Accounting, Budget and Finance  
Biological Sciences  
Business, Industry, and Procurement  
Copyright, Patent, and Trademark

For multiple selections, hold down **Ctrl** (Command for Macs) while clicking selections.

**FEATURED JOB**

The Transportation Security Administration  
The Transportation Security Administration (TSA) currently has opportunities for Transportation Security Screeners at airports nationwide.

**FEATURED EMPLOYER**

Minerals Management Service  
The Minerals Management Service (MMS), a bureau in the U.S. Department of the Interior, is the

Carries over to the job search page



# Jobs in Demand

- USAJOBS homepage connection to your hot opportunities
- Can be implemented overnight
- As easy as sending an email message



# Jobs in Demand

USAJOBS - The Federal Government's Official Jobs Site - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://www.usajobs.opm.gov/>

Google Search Web PageRank AutoFill Options

**VETERANS**  
Step into another rewarding Federal Career!

**SEARCH JOBS**  
Explore the **18,386** Federal jobs in the USAJOBS

**CREATE A RESUME**  
Create and store a resume for applying to Federal jobs.

and other agencies to explore [view our schedule of events.](#)

**FEATURED JOB**  
**The Transportation Security Administration**  
The Transportation Security Administration (TSA) currently has opportunities for Transportation Security Screeners at airports ...

**FEATURED EMPLOYER**  
**Minerals Management Service**  
The Minerals Management Service (MMS), a bureau in the U.S. Department of the Interior, is the Federal agency that manages the ...

**JOBS IN DEMAND**  
You may be the person we are looking for. [Find the latest here!](#)

**SOFIA**  
Support Our Friends in Iraq and Afghanistan  
**Seeking to hire civilians** to assist in rebuilding Iraq and Afghanistan.

**TIPS AND TOOLS**

**CAREER INTERESTS CENTER**  
[Assess your skills and interests](#) to match potential career opportunities.

Learn more about...  
[Working for America](#)  
[Federal Employment Benefits](#)

**NEW TO USAJOBS? [Click here](#)**  
Your career in the U.S. Government starts here!

[¿Hable Español?](#) Para saber más de las oportunidades de empleo, iniciativas, y novedades.

**Homeland Readiness & Security**  
*Protect and serve* to preserve our Nation's security.

**e-Scholar**  
A variety of [educational opportunities](#) offered by Federal Government agencies.

Slide 13 of 15 1\_template1 Internet

Start | wrc.usajobs... | Microsoft Po... | USAJOBS - ... | 10:52 AM



# Jobs in Demand

**USAJOBS** "WORKING FOR AMERICA" USAJOBS is the official job site of the United States Federal Government. It's your one-stop source for Federal jobs and employment information.

HOME | SEARCH JOBS | MY USAJOBS | FORMS | EMPLOYER SERVICES

Refine Search With Additional Keywords:

[ [New Search](#) ]

Save this search and email me jobs

Jobs 1 to 7 of 7 Show Jobs Opening:  View: [Brief](#) | [Detailed](#)

Opening Date	Job Summary	Agency	Location
Aug 3, 2004	<a href="#">IT Specialist</a> <b>Vacancy Ann.#:</b> DEU04-019SS <b>Who May Apply:</b> US Citizens <b>Pay Plan:</b> GS-2210-15/15 <b>Appointment Term:</b> Permanent <b>Job Status:</b> Full Time <b>Closing Date:</b> 9/3/2004 <b>Salary:</b> From 100,231.00 to 130,305.00 USD per year	Federal Communications Commission	US-DC-Washington
Aug 2, 2004	<a href="#">COUNSELING PSYCHOLOGIST</a> <b>Vacancy Ann.#:</b> MD-04-4184 <b>Who May Apply:</b> Public <b>Pay Plan:</b> GS-0180-11/11 <b>Appointment Term:</b> Permanent <b>Job Status:</b> Full Time <b>Closing Date:</b> 09/02/2004 <b>Salary:</b> From 48,947.00 to 63,629.00 USD per year	Army Medical Command	US-TX-WBAMC DEPT OF MENTAL HEALTH - ARMY SUBSTANCE ABUSE



# Resume Mining

- Sourcing tool
- Access to nearly one-half million searchable resumes
- Flexible variables for experience, education, and location
- Search agent notification



# Resume Mining

Post jobs, search resumes, and find better employees on - OPM - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <https://recruiter.usajobs.opm.gov/sourcing/resumesearch.asp>

Google Search Web PageRank AutoFill Options

### Resume Search [ [Edit My Settings](#) ]

Saved Searches: [ [view/edit](#) ]:

E-Gov PM

**Search By Resume Board**

Recruitment One-Stop/STUDENTJOBS  Recruitment One-Stop/USAJOBS  
 US Other Agencies and Independent Organizations

**Search By Date**

Limit results to resumes received from Today to 1 month

**Search By Keyword**

Search Entire Resume  
Enter **Keywords:** \_\_\_\_\_  
(i.e. pharmaceuticals, "heart medicine")

• Search Specific Resume Sections [ [show](#) / [Hide](#) ]

Enter keywords to identify these specific job seeker qualities:

**Most Recent Employer:** \_\_\_\_\_  
**Most Recent Job Title:** \_\_\_\_\_  
**Most Recent Job Description:** \_\_\_\_\_  
**Schools Attended:** \_\_\_\_\_

**Search By Location**

Choose one of the options below:

**Keyword Search**  
Using the Boolean Logic ""operators"" AND; OR; AND NOT, etc. between keywords can generate more accurate results.  
[more](#)

Start wrc... Micr... Pos... Inb... 11:11 AM



# Make USAJOBS Work for You

- Implement an agency job search
- Use the new announcement format
- Add a Featured Job or Featured Employer segment
- Post a Job in Demand
- Search resumes and create a resume search agent

***Capture the talent of 1.5 Million  
USAJOBS visitors every week***



# Contact Information

For more information,  
visit us on the web at

[www.OPM.gov](http://www.OPM.gov)

[www.usajobs.opm.gov](http://www.usajobs.opm.gov)

[www.studentjobs.gov](http://www.studentjobs.gov)

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